

SALESVIEW360

SalesView360 Profile for Nonito Donaire Full Court Press Inc.

17 Mar 2011

The SalesView360 Feedback report is an instrument designed to provide a focus about specific sales, interpersonal, and intrapersonal competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.



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Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 13 critical competencies required for competitive performance within your organization.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Customer	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Rater Overview
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

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Competency Definitions

Sales

Consultative Sales Orientation

Explains features and benefits to current and prospective clients. Seeks to make sales suggestions to solve organizational, team and individual issues and problems.

Service Focus

Follows up on all commitments and promises. Keeps the client informed in a timely manner and provides ongoing customer service.

Sales Planning/Territory Management

Establishes a logical sequence of work activities and manages time productively. Develops short-term and long-term sales plans that analyze prospects and client data to expand future sales.

Interpersonal

Enabling Trust

Provides objective and impartial advice, information and support about purchasing products and services.

Demonstrating Respect

Responds to objections in a respectful manner. Respects sales decisions and allows clients to make purchasing decisions free from pressure.

Conflict Resolution

Manages and resolves interpersonal differences and conflicts with others and attempts to understand opposing points of view.

Influence/ Negotiation

Utilizes appropriate interpersonal styles and approaches in facilitating individuals and groups towards task achievement.

Listening

Listens attentively and understands the verbal communications of others

Oral / Written Communication

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to express written thoughts and ideas in a clear and concise manner. Ability to convey oral thoughts and ideas in a clear and concise manner.

Intrapersonal

Achievement Striving

Accomplishes tasks, projects and assignments on time and with quality. Sets ambitious sales goals and strives to consistently exceed them.

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Competency Definitions Continued

Resilience

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner. Demonstrates persistence during times of challenge.

Problem Solving

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Self-Development

Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.

FREQUENCY RATING SCALE

1	= Almost Never
2	= Infrequently
3	= Sometimes
4	= Frequently
5	= Almost Always
NA	= Not Observable or Not Applicable

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Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **SalesView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

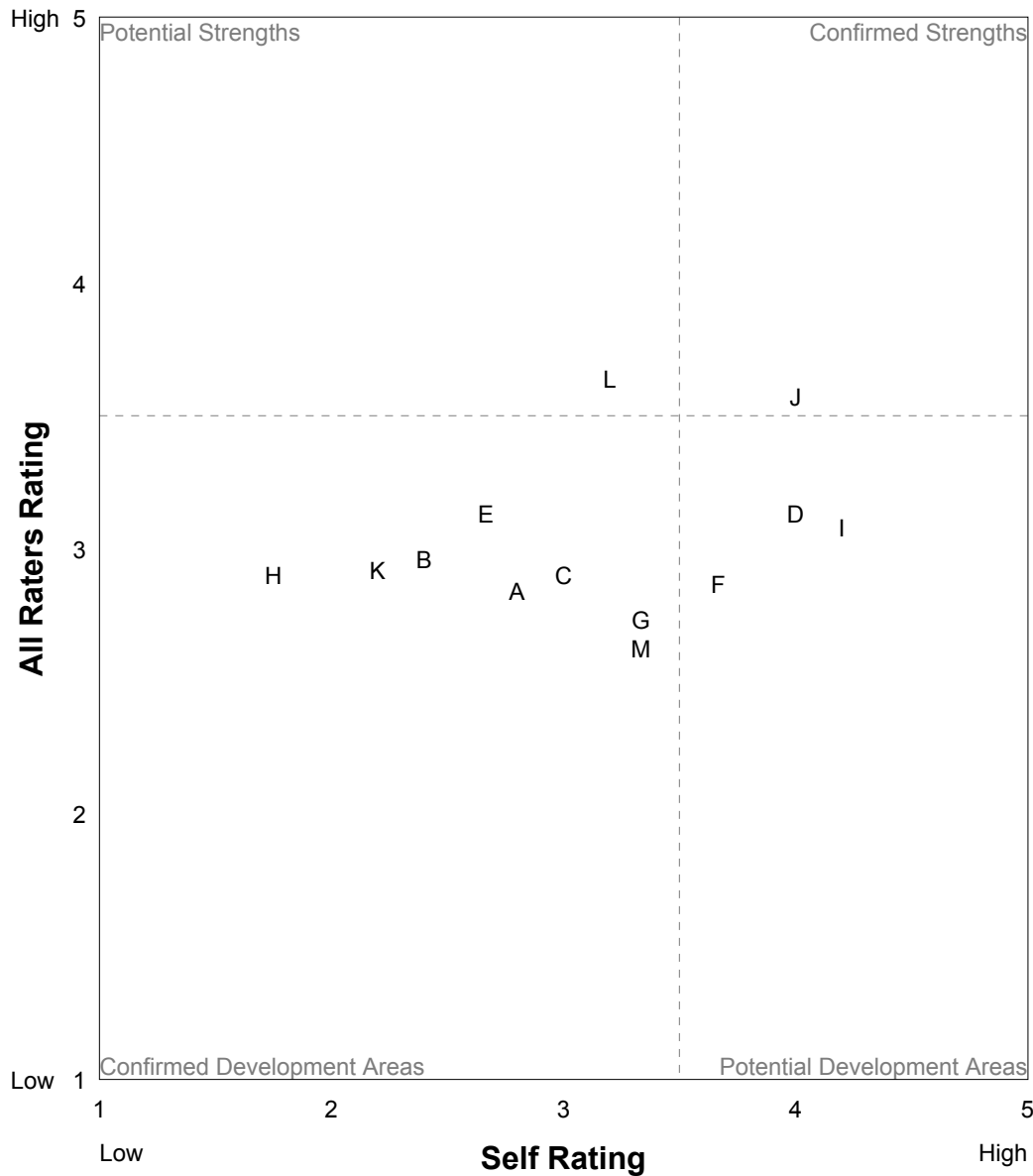
HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

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Self-Awareness Index

Self - All Raters (N = 5)



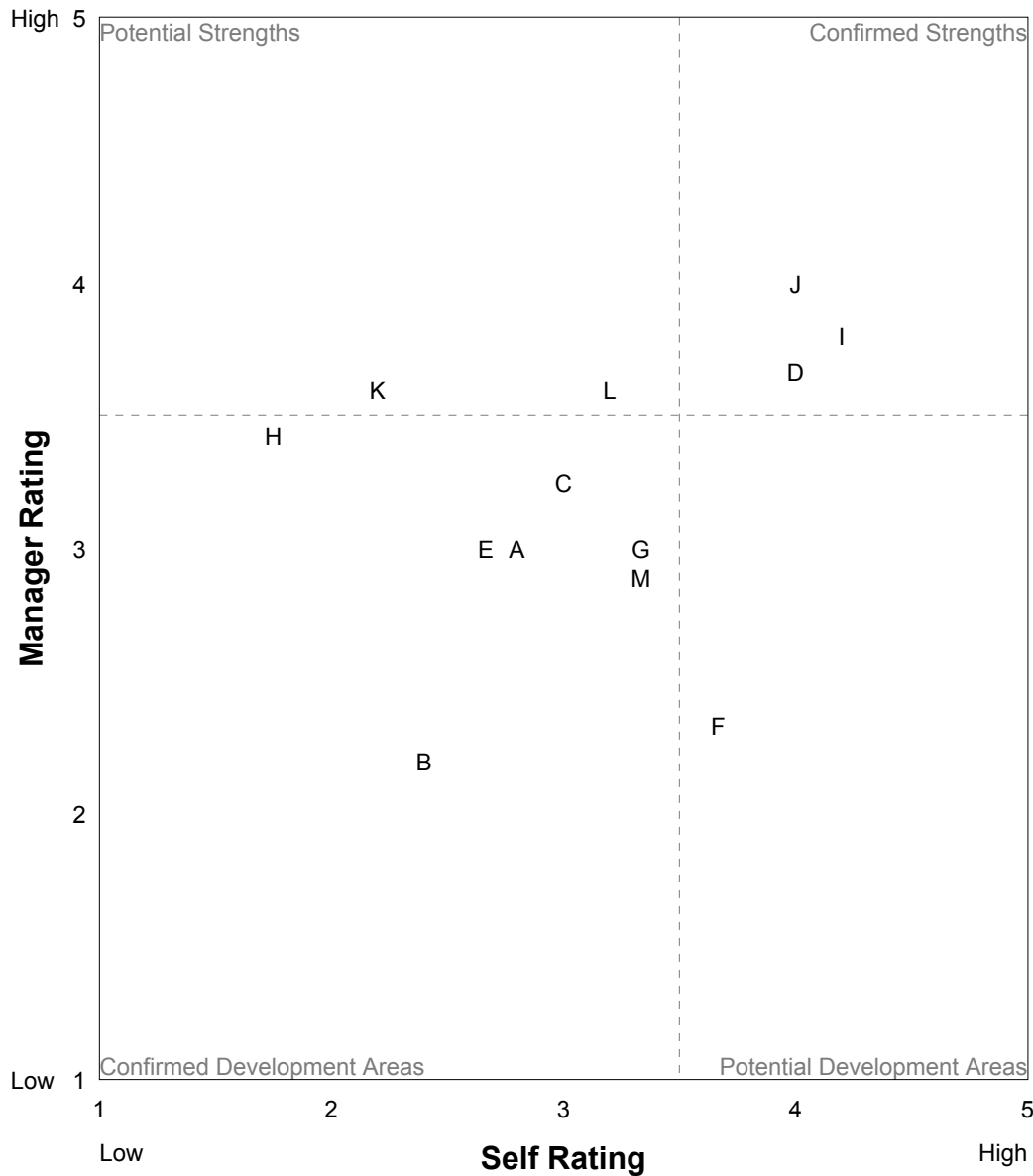
Average Scores

	<u>Self</u>	<u>All Raters</u>
Confirmed Strengths		
J. Achievement Striving	4.00	3.55
Potential Strengths		
L. Problem Solving	3.20	3.64
Confirmed Development Areas		
A. Consultative Sales Orientation	2.80	2.84
B. Service Focus	2.40	2.96
C. Sales Planning/Territory Management	3.00	2.90
E. Demonstrating Respect	2.67	3.13
G. Influence/ Negotiation	3.33	2.73
H. Listening	1.75	2.90
K. Resilience	2.20	2.92
M. Self-Development	3.33	2.73
Potential Development Areas		
D. Enabling Trust	4.00	3.13
F. Conflict Resolution	3.67	2.87
I. Oral / Written Communication	4.20	3.08

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Self-Awareness Index

Self - Manager (N = 1)



Average Scores

Self Manager

Confirmed Strengths

D. Enabling Trust	4.00	3.67
I. Oral / Written Communication	4.20	3.80
J. Achievement Striving	4.00	4.00

Potential Strengths

K. Resilience	2.20	3.60
L. Problem Solving	3.20	3.60

Confirmed Development Areas

A. Consultative Sales Orientation	2.80	3.00
B. Service Focus	2.40	2.20
C. Sales Planning/Territory Management	3.00	3.25
E. Demonstrating Respect	2.67	3.00
G. Influence/ Negotiation	3.33	3.00
H. Listening	1.75	3.50
M. Self-Development	3.33	3.00

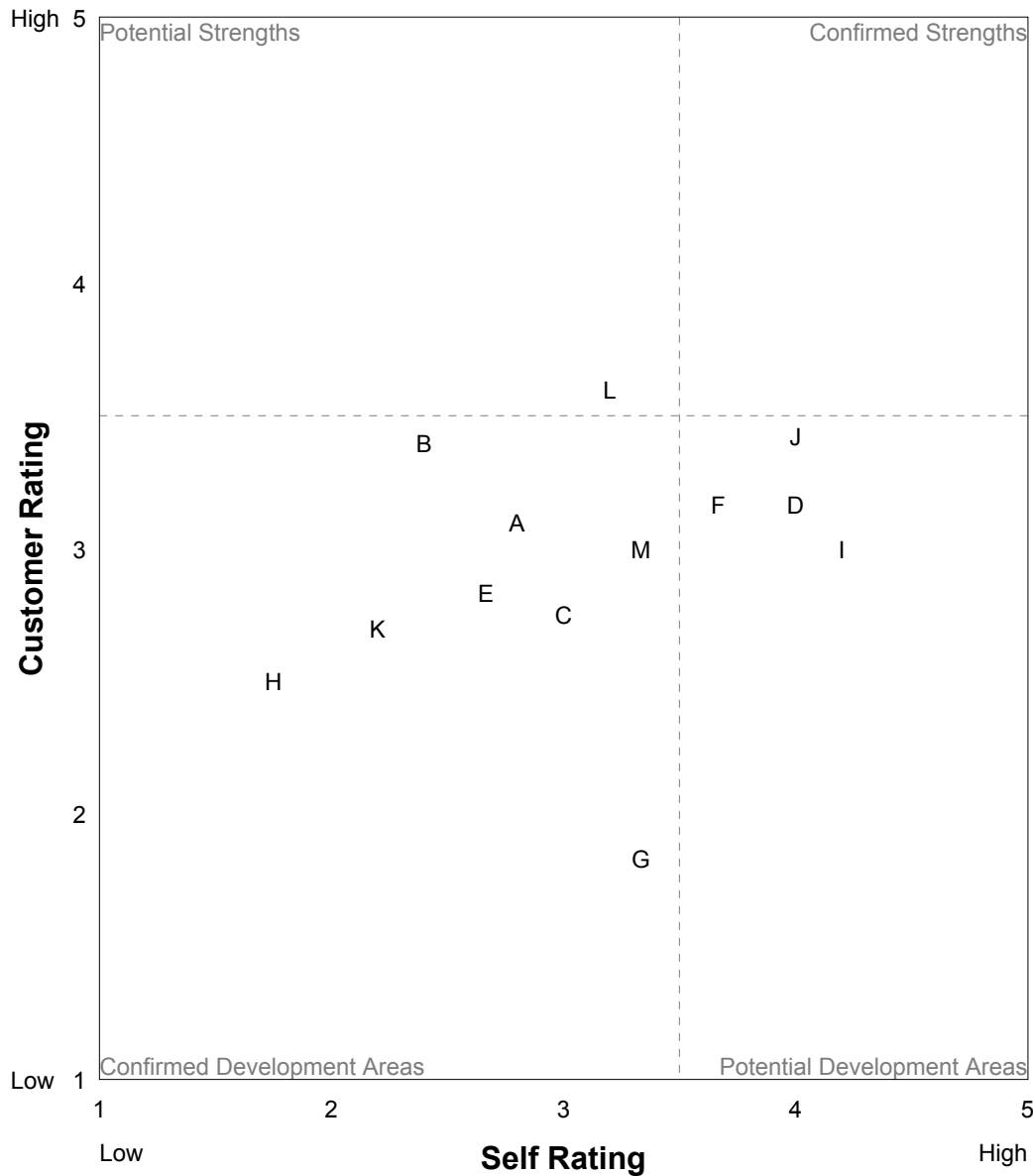
Potential Development Areas

F. Conflict Resolution	3.67	2.33
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Self-Awareness Index

Self - Customer (N = 2)

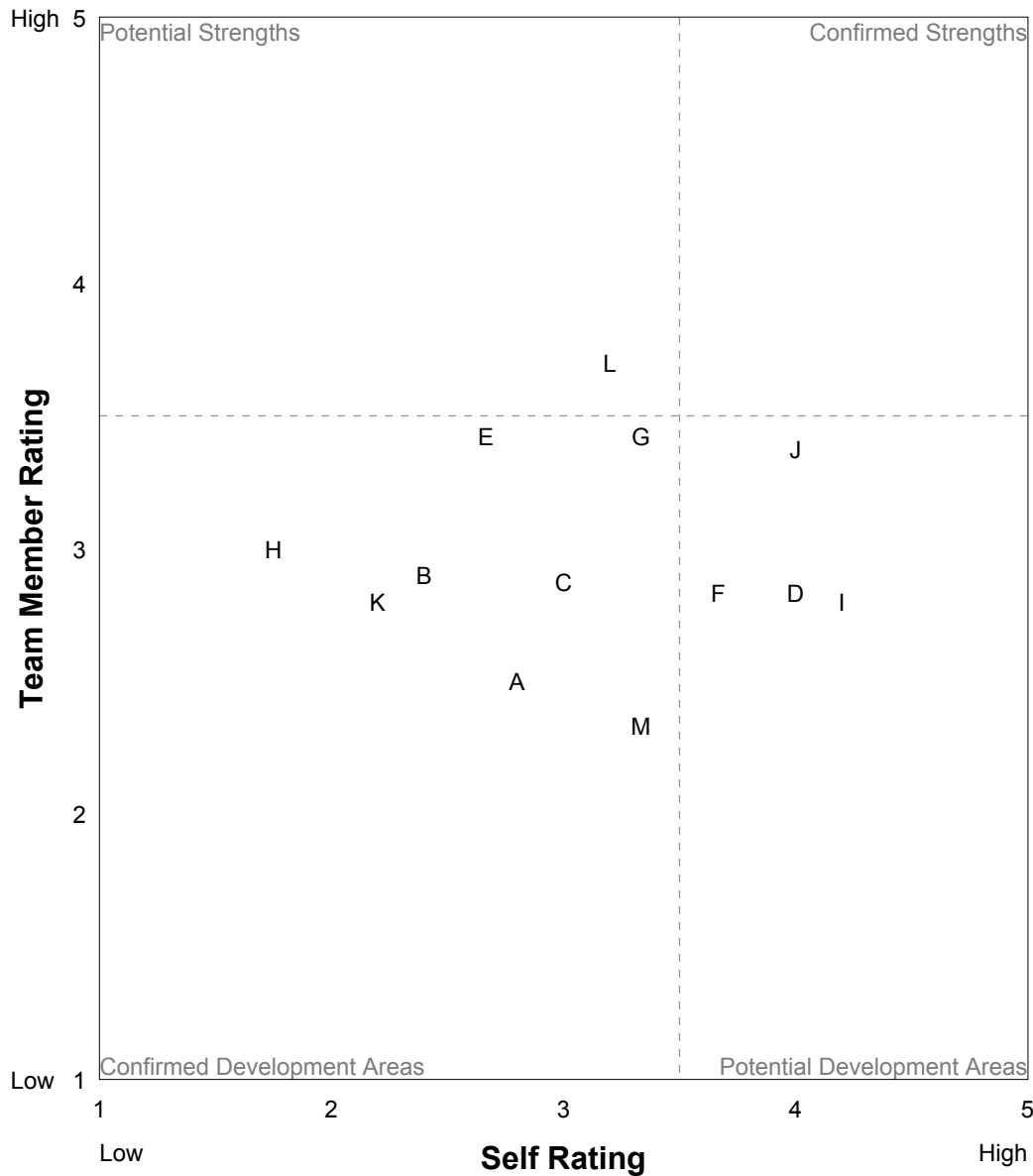


	Average Scores	
	<u>Self</u>	<u>Customer</u>
Potential Strengths		
L. Problem Solving	3.20	3.60
Confirmed Development Areas		
A. Consultative Sales Orientation	2.80	3.10
B. Service Focus	2.40	3.40
C. Sales Planning/Territory Management	3.00	2.75
E. Demonstrating Respect	2.67	2.83
G. Influence/ Negotiation	3.33	1.83
H. Listening	1.75	2.50
K. Resilience	2.20	2.70
M. Self-Development	3.33	3.00
Potential Development Areas		
D. Enabling Trust	4.00	3.17
F. Conflict Resolution	3.67	3.17
I. Oral / Written Communication	4.20	3.00
J. Achievement Striving	4.00	3.50

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Self-Awareness Index

Self - Team Member (N = 2)



Average Scores

	<u>Self</u>	<u>Team Member</u>
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Potential Strengths

L. Problem Solving	3.20	3.70
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Confirmed Development Areas

A. Consultative Sales Orientation	2.80	2.50
B. Service Focus	2.40	2.90
C. Sales Planning/Territory Management	3.00	2.88
E. Demonstrating Respect	2.67	3.50
G. Influence/ Negotiation	3.33	3.50
H. Listening	1.75	3.00
K. Resilience	2.20	2.80
M. Self-Development	3.33	2.33

Potential Development Areas

D. Enabling Trust	4.00	2.83
F. Conflict Resolution	3.67	2.83
I. Oral / Written Communication	4.20	2.80
J. Achievement Striving	4.00	3.38

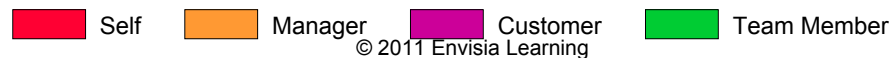
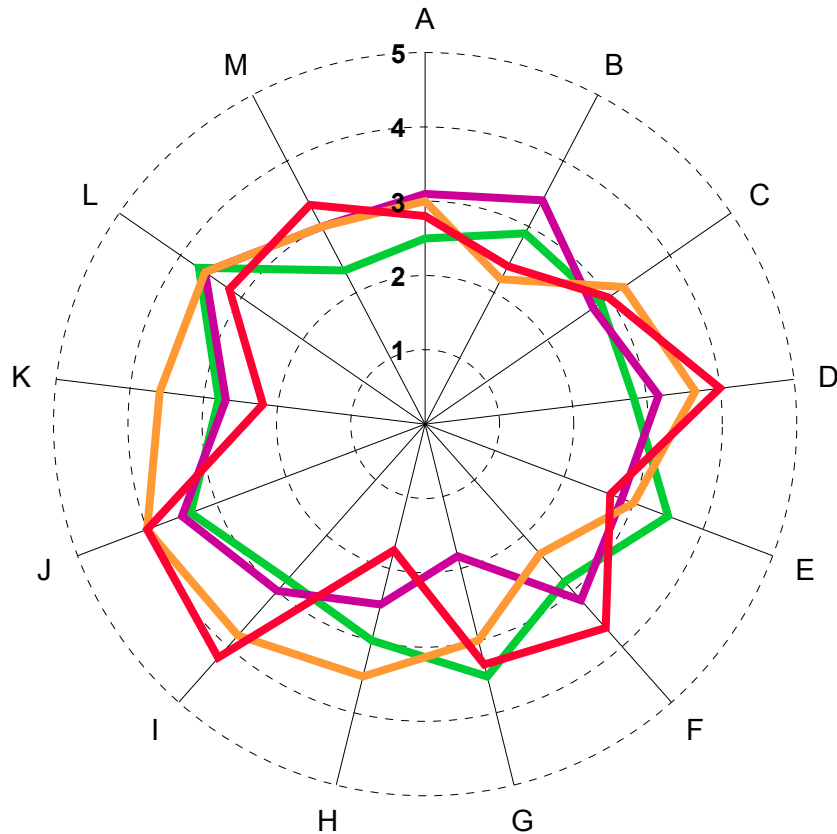
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Competency Rater Overview

The table shows the Average score from all respondents (excluding yourself) for each competency.

The graph shows how you have been rated at the Competency level by each of the different respondent types. Each line relates to a different respondent category as indicated in the key, with the letter corresponding to the competency in the table above.

Competency	Score
A Consultative Sales Orientation	2.84
B Service Focus	2.96
C Sales Planning/Territory Management	2.90
D Enabling Trust	3.13
E Demonstrating Respect	3.13
F Conflict Resolution	2.87
G Influence/ Negotiation	2.73
H Listening	2.90
I Oral / Written Communication	3.08
J Achievement Striving	3.55
K Resilience	2.92
L Problem Solving	3.64
M Self-Development	2.73



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Competency Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 13 SalesView360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each SalesView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 Almost Never
- 2 Infrequently
- 3 Sometimes
- 4 Frequently
- 5 Almost Always
- NA Not Observable or Not Applicable

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of respondents who answered the questions in this competency.

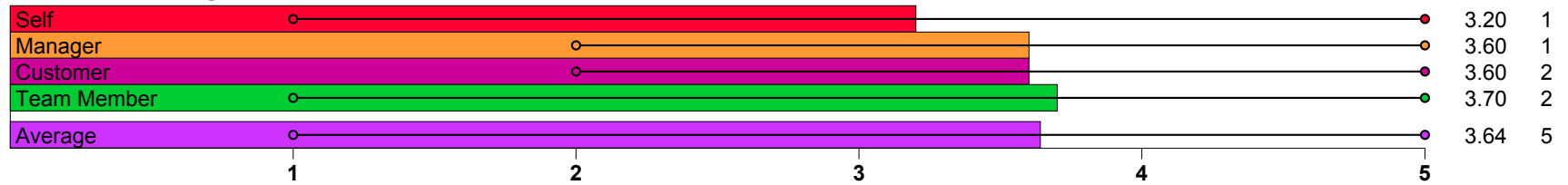
NR "NR" means no people from a particular rater group have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

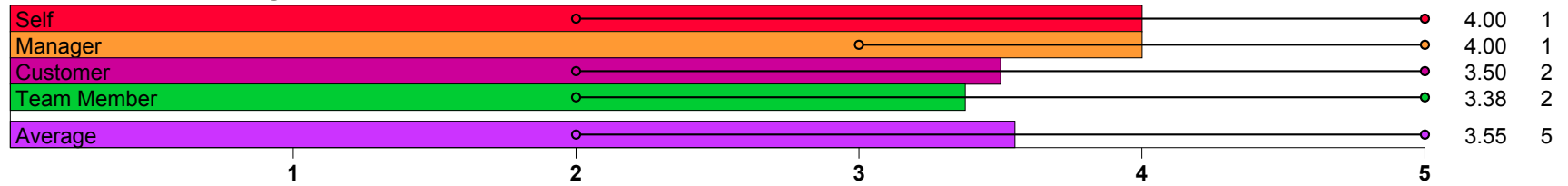
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Competency Summary

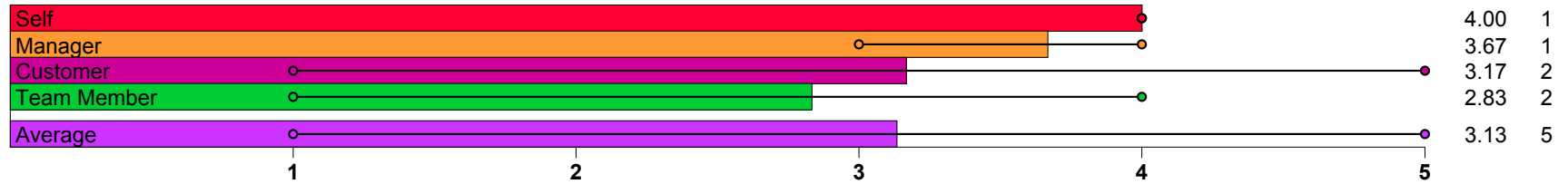
Problem Solving



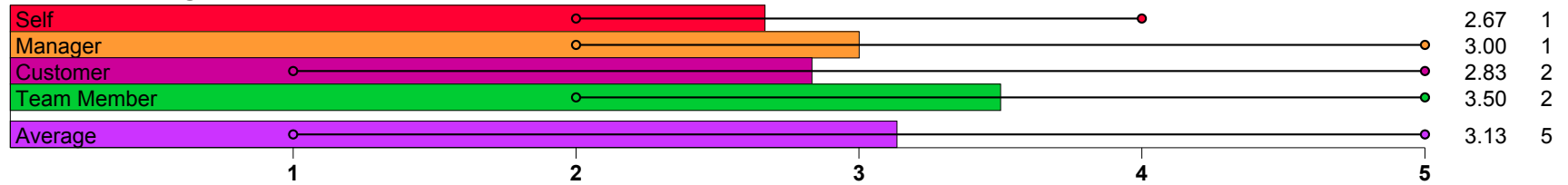
Achievement Striving



Enabling Trust



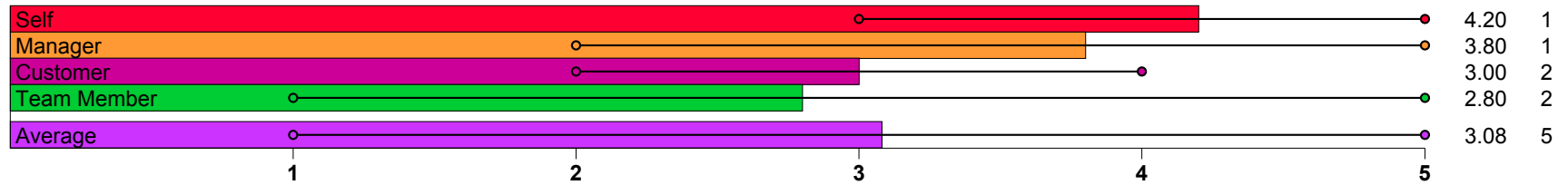
Demonstrating Respect



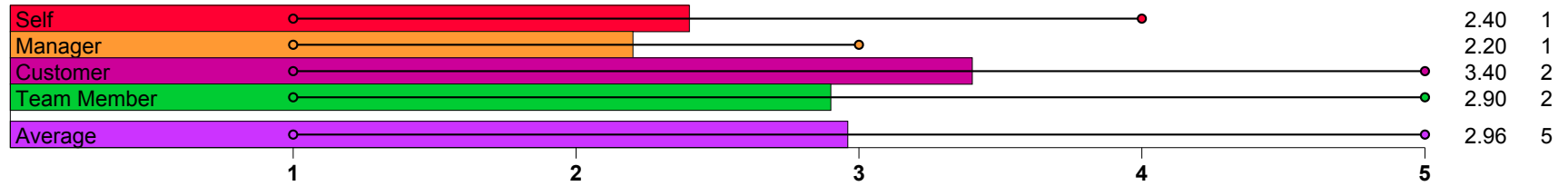
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Competency Summary Continued

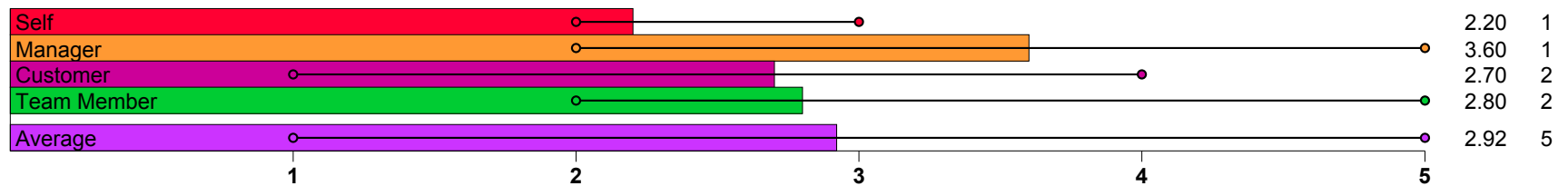
Oral / Written Communication



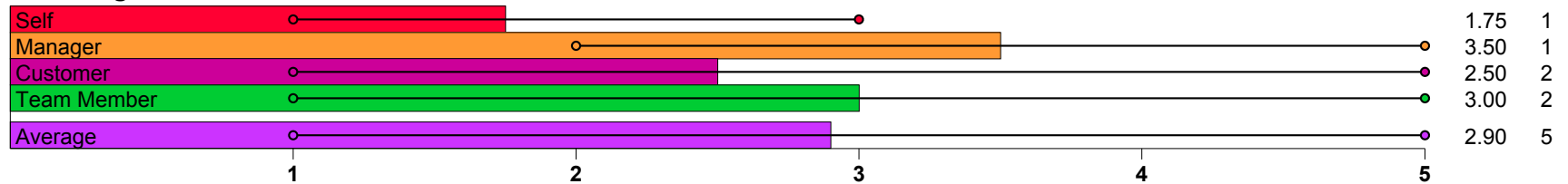
Service Focus



Resilience



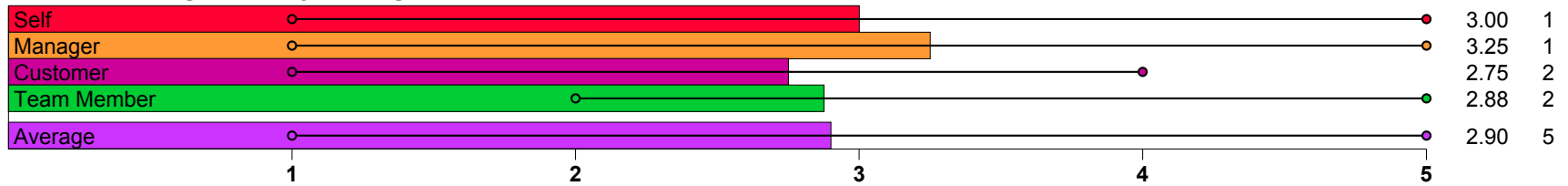
Listening



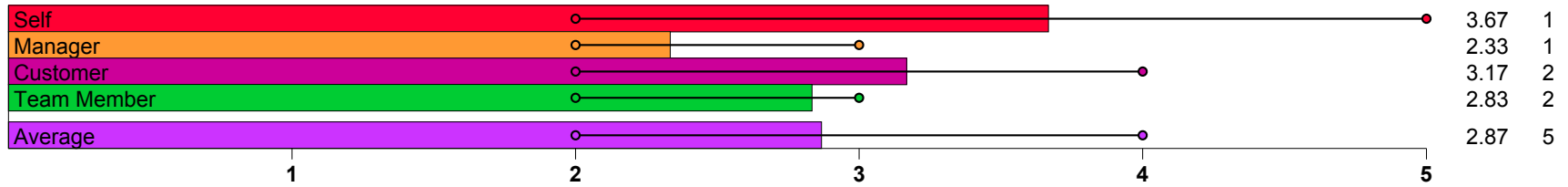
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Competency Summary Continued

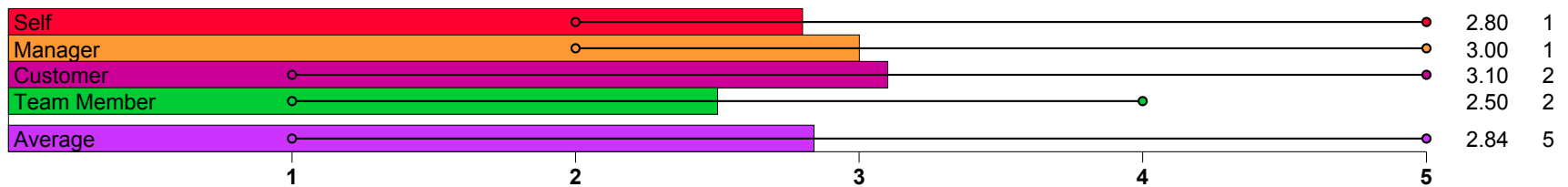
Sales Planning/Territory Management



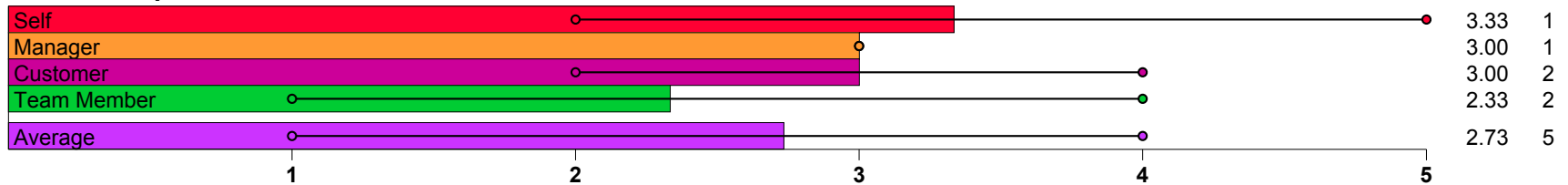
Conflict Resolution



Consultative Sales Orientation



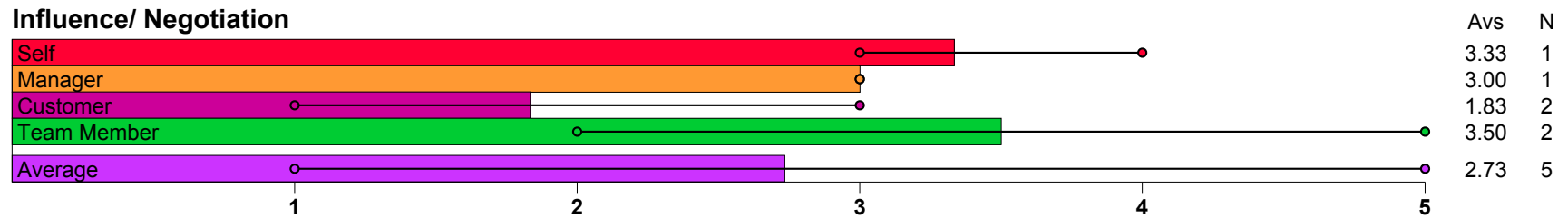
Self-Development



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Competency Summary Continued

Influence/ Negotiation



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Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Utilizes and manages time productively	Problem Solving	4.2	0	0	2	0	3
Seeks and applies feedback and constructive criticism from others.	Problem Solving	3.8	0	0	2	2	1
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	Resilience	3.8	0	0	2	2	1
Researches and utilizes available information in order to understand and solve issues and problems.	Achievement Striving	3.8	0	1	0	3	1
Sets ambitious sales goals and strives to consistently exceed them.	Achievement Striving	3.8	0	1	1	1	2
Maintains a positive outlook and attitude when encountering adversity and challenge.	Service Focus	3.8	0	1	0	3	1
Sends follow-up communications after sales conversations to document any commitments and ensure client satisfaction.	Oral / Written Communication	3.8	0	1	1	1	2
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	Problem Solving	3.6	0	1	1	2	1
Maximizes his/her exposure in the market through consistent cold calls, effective marketing, and relationship-building.	Problem Solving	3.6	0	1	1	2	1
Realistically appraises his/her own strengths and development areas.	Resilience	3.4	0	1	2	1	1
Provides clear, concise, and logical answers to questions from others.	Demonstrating Respect	3.4	0	2	1	0	2
Provides information about new developments in the industry that are relevant to my buying decisions.	Consultative Sales Orientation	3.4	1	0	1	2	1
Demonstrates an attempt to understand opposing points of view.	Achievement Striving	3.4	0	0	3	2	0

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Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Enabling Trust	3.4	0	1	1	3	0
Demonstrates resilience, adaptability and flexibility during challenging situations and times.	Oral / Written Communication	3.4	0	2	0	2	1
Provides warnings about any possible problems that can arise during the use of the product or service.	Sales Planning/Territory Management	3.4	0	2	0	2	1
Handles pressure and stress (e.g. maintains poise, stays calm under pressure, avoids losing control of his/her emotions).	Sales Planning/Territory Management	3.4	0	1	2	1	1
Allows me to make purchasing decisions that are free from pressure.	Conflict Resolution	3.4	0	0	3	2	0

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Most Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Handles pressure and stress (e.g. maintains poise, stays calm under pressure, avoids losing control of his/her emotions).	Sales Planning/Territory Management	5.0	0	0	0	0	1
Provides information about new developments in the industry that are relevant to my buying decisions.	Consultative Sales Orientation	5.0	0	0	0	0	1
Demonstrates resilience, adaptability and flexibility during challenging situations and times.	Oral / Written Communication	5.0	0	0	0	0	1
Sends follow-up communications after sales conversations to document any commitments and ensure client satisfaction.	Oral / Written Communication	5.0	0	0	0	0	1
Utilizes and manages time productively	Problem Solving	5.0	0	0	0	0	1
Sets ambitious sales goals and strives to consistently exceed them.	Achievement Striving	5.0	0	0	0	0	1
Provides clear, concise, and logical answers to questions from others.	Demonstrating Respect	5.0	0	0	0	0	1
Uses written communications effectively and appropriately.	Listening	5.0	0	0	0	0	1
Realistically appraises his/her own strengths and development areas.	Resilience	5.0	0	0	0	0	1
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	Resilience	5.0	0	0	0	0	1

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Most Frequent Behaviors - Customer

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	Problem Solving	4.5	0	0	0	1	1
Listens to what I say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Consultative Sales Orientation	4.5	0	0	0	1	1
Researches and utilizes available information in order to understand and solve issues and problems.	Achievement Striving	4.5	0	0	0	1	1
Maintains a positive outlook and attitude when encountering adversity and challenge.	Service Focus	4.5	0	0	0	1	1
Uses written communications effectively and appropriately.	Listening	4.0	0	0	1	0	1
Provides objective and impartial advice about my purchasing decision.	Service Focus	4.0	0	0	1	0	1
Makes high quality and logical decisions based on adequate information.	Service Focus	4.0	0	0	1	0	1
Provides all relevant information about the product or service.	Demonstrating Respect	4.0	0	0	1	0	1
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	Resilience	4.0	0	0	0	2	0
Demonstrates resilience, adaptability and flexibility during challenging situations and times.	Oral / Written Communication	4.0	0	0	0	2	0
Allows me to make purchasing decisions that are free from pressure.	Conflict Resolution	4.0	0	0	0	2	0
Utilizes and manages time productively	Problem Solving	4.0	0	0	1	0	1
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales	Self-Development	4.0	0	0	0	2	0

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Most Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Sets ambitious sales goals and strives to consistently exceed them.	Achievement Striving	4.5	0	0	0	<input type="text" value="1"/>	1
Seeks and applies feedback and constructive criticism from others.	Problem Solving	4.0	0	0	1	0	<input type="text" value="1"/>
Utilizes and manages time productively	Problem Solving	4.0	0	0	1	<input type="text" value="0"/>	1
Maximizes his/her exposure in the market through consistent cold calls, effective marketing, and relationship-building.	Problem Solving	4.0	0	<input type="text" value="0"/>	0	2	0
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	Resilience	4.0	0	<input type="text" value="0"/>	1	0	1
Demonstrates respect for my decision when I refrain from purchasing the product or service.	Influence/ Negotiation	4.0	0	0	1	<input type="text" value="0"/>	1
Maintains an effective balance between work, family, and personal life.	Listening	4.0	<input type="text" value="0"/>	0	1	0	1
Waits out silences and listens patiently without interrupting others.	Service Focus	4.0	<input type="text" value="0"/>	0	1	0	1
Maintains a positive outlook and attitude when encountering adversity and challenge.	Service Focus	4.0	0	0	<input type="text" value="0"/>	2	0
Provides clear, concise, and logical answers to questions from others.	Demonstrating Respect	4.0	0	<input type="text" value="0"/>	1	0	1
Responds to my objections in a respectful manner.	Demonstrating Respect	4.0	0	<input type="text" value="0"/>	1	0	1
Sends follow-up communications after sales conversations to document any commitments and ensure client satisfaction.	Oral / Written Communication	4.0	0	0	1	<input type="text" value="0"/>	1
Writes technical information in an easily understood manner.	Oral / Written Communication	4.0	0	0	<input type="text" value="1"/>	0	1

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Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Discusses any disadvantages of the product or service objectively.	Sales Planning/Territory Management	2.2	1	3	0	1	0
Directs discussions of opposing views towards a win-win agreement.	Listening	2.2	2	0	3	0	0
Generates and considers multiple options before making a decision.	Resilience	2.2	1	2	2	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills.	Oral / Written Communication	2.2	0	4	1	0	0
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	Self-Development	2.4	1	1	3	0	0
Maintains a consistently high level of prospecting calls when encountering adversity or rejection.	Consultative Sales Orientation	2.4	0	3	2	0	0
Follows up on all promises and completes all commitments.	Influence/ Negotiation	2.6	1	1	2	1	0
After responding to objections, asks whether concerns have been satisfied.	Influence/ Negotiation	2.6	0	3	1	1	0
Provides objective and impartial advice about my purchasing decision.	Service Focus	2.6	2	0	2	0	1
Makes high quality and logical decisions based on adequate information.	Service Focus	2.6	1	2	1	0	1
Summarizes and paraphrases what I have said in order to clarify understanding.	Sales Planning/Territory Management	2.6	1	1	2	1	0
Gives presentations that are clear and logically organized.	Conflict Resolution	2.6	0	3	1	1	0
Performs all tasks and responsibilities in accordance with my standards and expectations.	Conflict Resolution	2.6	0	2	3	0	0
Takes actions and makes decisions with minimal direction from others.	Self-Development	2.6	1	1	2	1	0

SALESVIEW360

Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Establishes a logical sequence of work activities	Resilience	2.6	1	1	2	1	0
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	Resilience	2.6	1	2	1	0	1
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Consultative Sales Orientation	2.6	1	2	0	2	0

SALESVIEW360

Least Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Provides objective and impartial advice about my purchasing decision.	Service Focus	1.0	1	0	<input type="text" value="0"/>	0	0
Discusses any disadvantages of the product or service objectively.	Sales Planning/Territory Management	1.0	1	<input type="text" value="0"/>	0	0	0
Provides all relevant information about the product or service.	Demonstrating Respect	2.0	0	1	0	<input type="text" value="0"/>	0
Responds to my objections in a respectful manner.	Demonstrating Respect	2.0	0	<input type="text" value="1"/>	0	0	0
Provides more service than competing sales people.	Listening	2.0	<input type="text" value="0"/>	1	0	0	0
Performs all tasks and responsibilities in accordance with my standards and expectations.	Conflict Resolution	2.0	0	1	0	0	<input type="text" value="0"/>
Gives presentations that are clear and logically organized.	Conflict Resolution	2.0	0	1	0	<input type="text" value="0"/>	0
Listens to what I say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Consultative Sales Orientation	2.0	0	<input type="text" value="1"/>	0	0	0
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Consultative Sales Orientation	2.0	0	1	0	0	<input type="text" value="0"/>
Maintains a positive outlook and attitude when encountering adversity and challenge.	Service Focus	2.0	0	1	<input type="text" value="0"/>	0	0
Makes high quality and logical decisions based on adequate information.	Service Focus	2.0	<input type="text" value="0"/>	1	0	0	0
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	Problem Solving	2.0	0	1	0	<input type="text" value="0"/>	0
Generates and considers multiple options before making a decision.	Resilience	2.0	0	<input type="text" value="1"/>	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills.	Oral / Written Communication	2.0	0	1	0	0	<input type="text" value="0"/>

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Least Frequent Behaviors - Customer

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Directs discussions of opposing views towards a win-win agreement.	Listening	1.0	2	0	0	0	0
Follows up on all promises and completes all commitments.	Influence/ Negotiation	1.5	1	1	0	0	0
Discusses any disadvantages of the product or service objectively.	Sales Planning/Territory Management	2.0	0	2	0	0	0
Demonstrates respect for my decision when I refrain from purchasing the product or service.	Influence/ Negotiation	2.0	1	0	1	0	0
After responding to objections, asks whether concerns have been satisfied.	Influence/ Negotiation	2.0	0	2	0	0	0
Waits out silences and listens patiently without interrupting others.	Service Focus	2.0	1	0	1	0	0
Provides clear, concise, and logical answers to questions from others.	Demonstrating Respect	2.0	0	2	0	0	0
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	Resilience	2.0	1	0	1	0	0
Generates and considers multiple options before making a decision.	Resilience	2.0	1	0	1	0	0
Maintains an effective balance between work, family, and personal life.	Listening	2.0	0	2	0	0	0

SALESVIEW360

Least Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Listens to what I say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Consultative Sales Orientation	1.5	1	1	0	0	0
Uses written communications effectively and appropriately.	Listening	1.5	1	1	0	0	0
Makes high quality and logical decisions based on adequate information.	Service Focus	1.5	1	1	0	0	0
Provides objective and impartial advice about my purchasing decision.	Service Focus	2.0	1	0	1	0	0
Effectively manages and resolves interpersonal differences/conflicts with others.	Oral / Written Communication	2.0	1	0	1	0	0
Demonstrates resilience, adaptability and flexibility during challenging situations and times.	Oral / Written Communication	2.0	0	2	0	0	0
Pursues continuous learning and self-development of knowledge, experiences and skills.	Oral / Written Communication	2.0	0	2	0	0	0
Maintains a consistently high level of prospecting calls when encountering adversity or rejection.	Consultative Sales Orientation	2.0	0	2	0	0	0
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	Self-Development	2.0	1	0	1	0	0
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	Resilience	2.0	0	2	0	0	0

SALESVIEW360

Behavior Summary

The average score for each SalesView360 competency and specific questions are summarized below for each rater category (1 to 5 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Customer	Team Member	Average
Problem Solving	3.20 (0.27)	3.60 (0.49)	3.60 (0.44)	3.70 (0.41)	3.64 (0.44)
Utilizes and manages time productively	4.00 (1.00)	5.00 (1.00)	4.00 (0.50)	4.00 (0.50)	4.20 (0.51)
Seeks and applies feedback and constructive criticism from others.	5.00 (1.00)	4.00 (1.00)	3.50 (0.75)	4.00 (0.50)	3.80 (0.63)
Maximizes his/her exposure in the market through consistent cold calls, effective marketing, and relationship-building.	2.00 (1.00)	3.00 (1.00)	3.50 (0.25)	4.00 (1.00)	3.60 (0.49)
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	4.00 (1.00)	2.00 (1.00)	4.50 (0.75)	3.50 (0.75)	3.60 (0.49)
Makes decisions confidently and quickly when necessary.	1.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.00 (0.00)	3.00 (0.29)
Achievement Striving	4.00 (0.39)	4.00 (0.65)	3.50 (0.44)	3.38 (0.50)	3.55 (0.49)
Researches and utilizes available information in order to understand and solve issues and problems.	5.00 (1.00)	4.00 (1.00)	4.50 (0.75)	3.00 (0.50)	3.80 (0.51)
Sets ambitious sales goals and strives to consistently exceed them.	4.00 (1.00)	5.00 (1.00)	2.50 (0.75)	4.50 (0.75)	3.80 (0.42)
Demonstrates an attempt to understand opposing points of view.	2.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.50 (0.75)	3.40 (0.76)
Keeps me informed in a timely manner.	5.00 (1.00)	4.00 (1.00)	3.50 (0.25)	2.50 (0.75)	3.20 (0.42)

SALESVIEW360

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Enabling Trust	4.00 (1.00)	3.67 (0.76)	3.17 (0.33)	2.83 (0.39)	3.13 (0.40)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	4.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.00 (0.50)	3.40 (0.60)
Provides an equivalent level of service to all of my account needs, even when there is no incentive to do so.	4.00 (1.00)	3.00 (1.00)	3.00 (0.00)	3.00 (0.50)	3.00 (0.29)
Explains the benefits and features from using our products and services.	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	2.50 (0.25)	3.00 (0.37)
Demonstrating Respect	2.67 (0.53)	3.00 (0.29)	2.83 (0.33)	3.50 (0.44)	3.13 (0.35)
Provides clear, concise, and logical answers to questions from others.	2.00 (1.00)	5.00 (1.00)	2.00 (1.00)	4.00 (0.50)	3.40 (0.32)
Responds to my objections in a respectful manner.	2.00 (1.00)	2.00 (1.00)	2.50 (0.25)	4.00 (0.50)	3.00 (0.29)
Provides all relevant information about the product or service.	4.00 (1.00)	2.00 (1.00)	4.00 (0.50)	2.50 (0.75)	3.00 (0.45)
Oral / Written Communication	4.20 (0.63)	3.80 (0.42)	3.00 (0.55)	2.80 (0.38)	3.08 (0.42)
Sends follow-up communications after sales conversations to document any commitments and ensure client satisfaction.	4.00 (1.00)	5.00 (1.00)	3.00 (0.50)	4.00 (0.50)	3.80 (0.42)
Demonstrates resilience, adaptability and flexibility during challenging situations and times.	4.00 (1.00)	5.00 (1.00)	4.00 (1.00)	2.00 (1.00)	3.40 (0.40)
Writes technical information in an easily understood manner.	3.00 (1.00)	3.00 (1.00)	2.50 (0.75)	4.00 (0.50)	3.20 (0.51)
Effectively manages and resolves interpersonal differences/conflicts with others.	5.00 (1.00)	4.00 (1.00)	3.00 (0.50)	2.00 (0.50)	2.80 (0.42)
Pursues continuous learning and self-development of knowledge, experiences and skills.	5.00 (1.00)	2.00 (1.00)	2.50 (0.75)	2.00 (1.00)	2.20 (0.80)
Service Focus	2.40 (0.40)	2.20 (0.63)	3.40 (0.36)	2.90 (0.35)	2.96 (0.36)
Maintains a positive outlook and attitude when encountering adversity and challenge.	3.00 (1.00)	2.00 (1.00)	4.50 (0.75)	4.00 (1.00)	3.80 (0.51)
Waits out silences and listens patiently without interrupting others.	1.00 (1.00)	3.00 (1.00)	2.00 (0.50)	4.00 (0.50)	3.00 (0.37)
Responds to my objections in a way that helps me see my purchasing decision in new and useful ways.	4.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.00 (0.50)	2.80 (0.63)
Makes high quality and logical decisions based on adequate information.	1.00 (1.00)	2.00 (1.00)	4.00 (0.50)	1.50 (0.75)	2.60 (0.32)

SALESVIEW360

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Service Focus	2.40 (0.40)	2.20 (0.63)	3.40 (0.36)	2.90 (0.35)	2.96 (0.36)
Provides objective and impartial advice about my purchasing decision.	3.00 (1.00)	1.00 (1.00)	4.00 (0.50)	2.00 (0.50)	2.60 (0.25)
Resilience	2.20 (0.80)	3.60 (0.40)	2.70 (0.41)	2.80 (0.51)	2.92 (0.42)
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	2.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.00 (0.50)	3.80 (0.63)
Realistically appraises his/her own strengths and development areas.	2.00 (1.00)	5.00 (1.00)	3.00 (1.00)	3.00 (0.50)	3.40 (0.49)
Establishes a logical sequence of work activities	3.00 (1.00)	3.00 (1.00)	2.50 (0.25)	2.50 (0.75)	2.60 (0.49)
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	2.00 (1.00)	5.00 (1.00)	2.00 (0.50)	2.00 (1.00)	2.60 (0.32)
Generates and considers multiple options before making a decision.	2.00 (1.00)	2.00 (1.00)	2.00 (0.50)	2.50 (0.75)	2.20 (0.63)
Listening	1.75 (0.59)	3.50 (0.44)	2.50 (0.21)	3.00 (0.44)	2.90 (0.31)
Maintains an effective balance between work, family, and personal life.	1.00 (1.00)	4.00 (1.00)	2.00 (1.00)	4.00 (0.50)	3.20 (0.42)
Uses written communications effectively and appropriately.	2.00 (1.00)	5.00 (1.00)	4.00 (0.50)	1.50 (0.75)	3.20 (0.20)
Provides more service than competing sales people.	1.00 (1.00)	2.00 (1.00)	3.00 (0.00)	3.50 (0.75)	3.00 (0.29)
Directs discussions of opposing views towards a win-win agreement.	3.00 (1.00)	3.00 (1.00)	1.00 (1.00)	3.00 (1.00)	2.20 (0.51)
Sales Planning/Territory Management	3.00 (0.21)	3.25 (0.26)	2.75 (0.46)	2.88 (0.47)	2.90 (0.41)
Handles pressure and stress (e.g. maintains poise, stays calm under pressure, avoids losing control of his/her emotions).	4.00 (1.00)	5.00 (1.00)	3.50 (0.75)	2.50 (0.75)	3.40 (0.49)
Provides warnings about any possible problems that can arise during the use of the product or service.	5.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.50 (0.25)	3.40 (0.40)
Summarizes and paraphrases what I have said in order to clarify understanding.	1.00 (1.00)	3.00 (1.00)	2.50 (0.25)	2.50 (0.75)	2.60 (0.49)
Discusses any disadvantages of the product or service objectively.	2.00 (1.00)	1.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.20 (0.51)
Conflict Resolution	3.67 (0.38)	2.33 (0.76)	3.17 (0.55)	2.83 (0.81)	2.87 (0.64)
Allows me to make purchasing decisions that are free from pressure.	2.00 (1.00)	3.00 (1.00)	4.00 (1.00)	3.00 (1.00)	3.40 (0.76)
Gives presentations that are clear and logically organized.	4.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.50 (0.75)	2.60 (0.60)

SALESVIEW360

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Conflict Resolution	3.67 (0.38)	2.33 (0.76)	3.17 (0.55)	2.83 (0.81)	2.87 (0.64)
Performs all tasks and responsibilities in accordance with my standards and expectations.	5.00 (1.00)	2.00 (1.00)	2.50 (0.75)	3.00 (1.00)	2.60 (0.76)
Consultative Sales Orientation	2.80 (0.42)	3.00 (0.45)	3.10 (0.43)	2.50 (0.44)	2.84 (0.42)
Provides information about new developments in the industry that are relevant to my buying decisions.	2.00 (1.00)	5.00 (1.00)	2.50 (0.25)	3.50 (0.75)	3.40 (0.32)
Creates and analyzes a sales territory plan to cultivate new prospects, identify old or lost customers and increase sales with existing clients	3.00 (1.00)	3.00 (1.00)	3.00 (1.00)	3.00 (0.50)	3.00 (0.68)
Listens to what I say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	2.00 (1.00)	2.00 (1.00)	4.50 (0.75)	1.50 (0.75)	2.80 (0.27)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	5.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.50 (0.25)	2.60 (0.40)
Maintains a consistently high level of prospecting calls when encountering adversity or rejection.	2.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.00 (1.00)	2.40 (0.76)
Self-Development	3.33 (0.38)	3.00 (1.00)	3.00 (0.59)	2.33 (0.45)	2.73 (0.54)
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales	5.00 (1.00)	3.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.20 (0.63)
Takes actions and makes decisions with minimal direction from others.	2.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.50 (0.25)	2.60 (0.49)
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	3.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.00 (0.50)	2.40 (0.60)
Influence/ Negotiation	3.33 (0.76)	3.00 (1.00)	1.83 (0.66)	3.50 (0.52)	2.73 (0.47)
Demonstrates respect for my decision when I refrain from purchasing the product or service.	4.00 (1.00)	3.00 (1.00)	2.00 (0.50)	4.00 (0.50)	3.00 (0.37)
After responding to objections, asks whether concerns have been satisfied.	3.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.60 (0.60)
Follows up on all promises and completes all commitments.	3.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.50 (0.75)	2.60 (0.49)

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Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding what the individual could be doing more to be effective.
- ✓ Please provide any written comments you have regarding what the individual could be doing less to be effective.
- ✓ Please provide any written comments you have regarding what the individual could be doing differently to be effective.

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your development plan?

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Open Ended Comments Summary

Feedforward: Doing More

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Open Ended Comments Summary Continued

Feedforward: Doing Less

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Open Ended Comments Summary Continued

Feedforward: Doing Differently

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Development Planning Guide

Examining Your SalesView360 Feedback Report

Your reactions to your SalesView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

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Development Planning Guide Continued

Deciding What Skills To Work On

The table below summarizes the 13 SalesView360 Competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Sales	Consultative Sales Orientation		
	Service Focus		
	Sales Planning/Territory Management		
Interpersonal	Enabling Trust		
	Demonstrating Respect		
	Conflict Resolution		
	Influence/ Negotiation		
	Listening		
	Oral / Written Communication		
Intrapersonal	Achievement Striving		
	Resilience		
	Problem Solving		
	Self-Development		

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Development Planning Guide Continued

Focusing On Development

List three competency strengths based upon your SalesView360 results below:

1. _____
2. _____
3. _____

List three possible development competency areas based upon your SalesView360 results below:

1. _____
2. _____
3. _____

The SalesView360 is an instrument developed to provide feedback and developmental focus and recommendations about skill strengths and development needs. The action planning process helps to increase your success. Research suggests that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your SalesView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

SALESVIEW360

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results/Outcomes:	